



*Council of the*  
**INSPECTORS GENERAL**  
*on INTEGRITY and EFFICIENCY*

2017 FAEC Annual Conference

# What's Your Recipe for Effective Feedback?

September 25, 2017



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Are you as crazy about feedback as Cookie Monster is about cookies?



How do you make a delicious chocolate chip cookie?

Recipe includes...



Preparation

Ingredients

Setting

Outcome

GAO

United States Government Accountability Office  
By the Comptroller General of the  
United States

December 2011

# Government Auditing Standards

2011 Revision

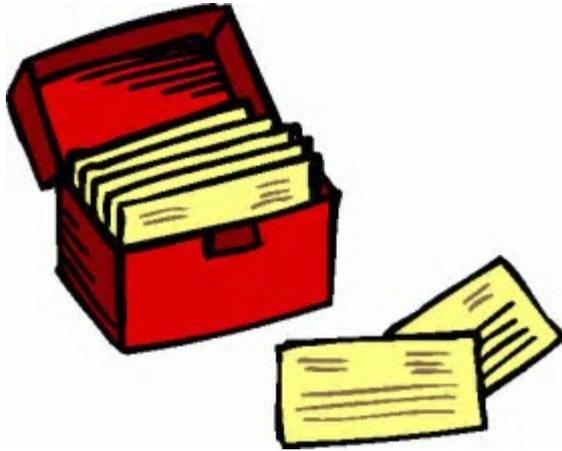


GAO-12-331G



What is feedback?





How do you prepare?

What are your ingredients?

What are the settings?

What are your desired  
comes?



# Feedback Begins With Expectations

- Have you taken the time to set clear expectations for those you supervise?
- Have you provided examples of work products that reflect quality, standards, and level of detail required?
- Do you know what your staff want or expect from you?

Prepare yourself to give, elicit, and/or receive feedback by anticipating your reactions as well as the reactions of others and practice what you will say and do to maintain a constructive dialogue.

# Situation-Behavior-Impact (SBI Model)

**Situation:** Describe the situation (in the meeting yesterday)

**Behavior:** Describe the behavior (you did not complete the work on time)

**Impact:** Describe the impact (or so what?) on people, on the work, on the organization (because you were late, we did not have time to discuss your results and had to schedule another meeting)

# CARE Technique

**Context** – Provide the specific context, situation, or issue observed.

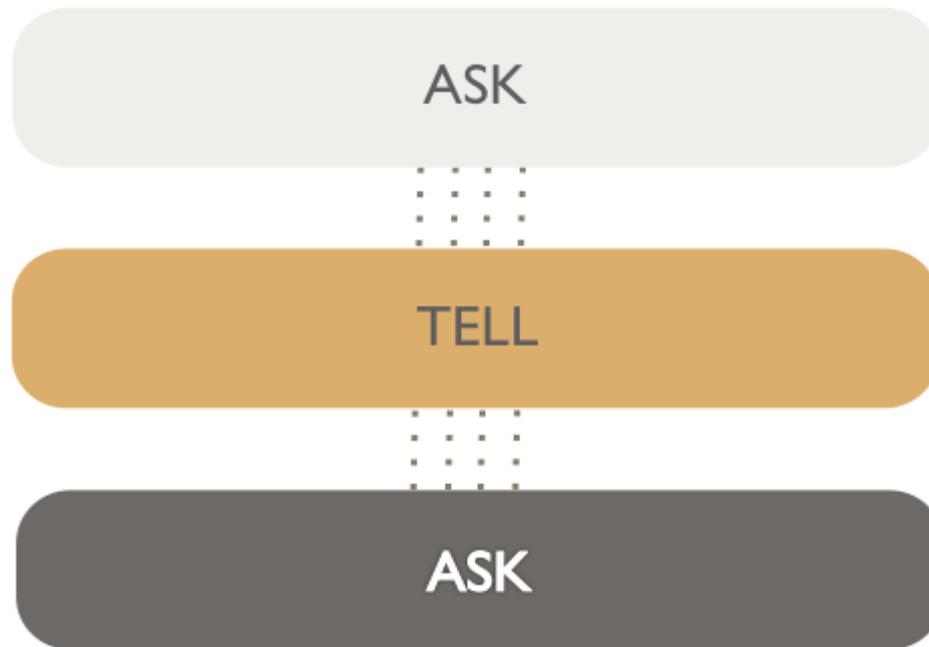
**Action** – State the specific action or behavior observed without judgment.

Context

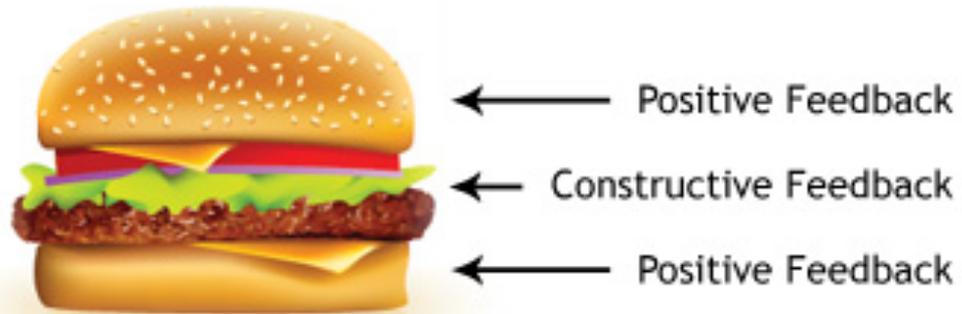
**Results** – Explain how the results of the action affected you and/or others.

**Explore**– Explore by asking questions to get clarification of what happened.

# Ask Model



# Sandwich Model

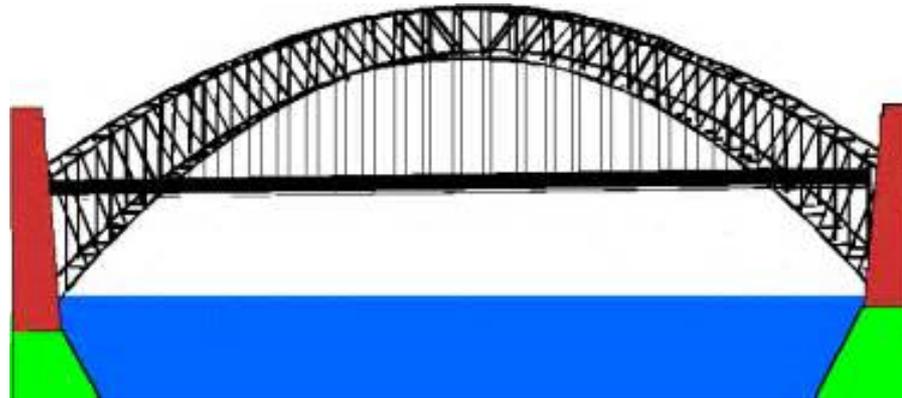


# Continuum for Giving and Eliciting Feedback

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# Bridge Model



Connects (bridges) past behavior to future

# Effective Feedback is:

- ✓ Clear
- ✓ Timely
- ✓ Specific
- ✓ Nonjudgmental
- ✓ Actionable
- ✓ Conducted in the appropriate setting



**C**-Clarify the Issue

**A**- Address the problem

**L**- Listen

**M**-Manage Your Way to Resolution

# Reaction to Feedback



# To Do List for Feedback

- Prepare in advance
- Be specific when describing the situation
- Be specific when describing the behavior
- Judge the behavior not the person
- Be specific when describing the impact
- Give feedback in a timely manner
- Deliver feedback, check for understanding, then STOP
- Focus on the message
- Pay attention to body language
- Be sensitive to the emotional impact of feedback

# Don't List for Feedback

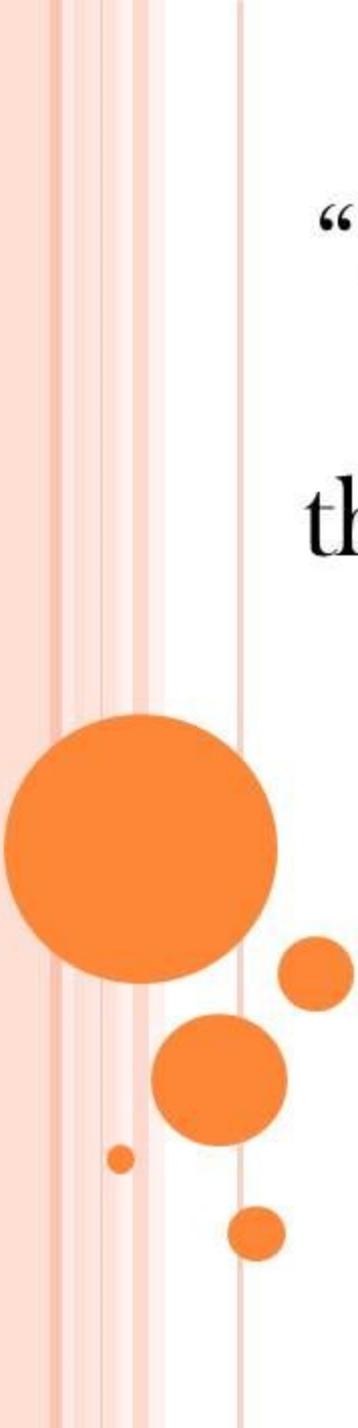
- Don't forget to set clear expectations
- Don't assume
- Don't judge the person
- Don't be vague
- Don't make accusations
- Don't give advise unless asked
- Don't psychoanalyze
- Don't back out of your feedback
- Don't generalize
- Don't use the word "but"



**WE ALL NEED  
PEOPLE TO GIVE  
US FEEDBACK.  
THAT'S HOW WE  
IMPROVE.**

[RAINMAKERMEDIAWORKS.COM](http://RAINMAKERMEDIAWORKS.COM)

**BILL GATES**



“Feedback, when given well,  
should not alienate  
the receiver of the feedback,  
but should motivate  
them to perform better.”

- *M.O., Manager,  
Fortune 500 Company*

# What is your recipe for successful feedback?

A recipe for	
Ingredients	Equipment
Step-by-step instructions	
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